

Board Retreat Assessment

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Prepared for:



Foothill Transit

Facilitated by:

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Foothill Transit

Assessment in Preparation of the Annual Retreat

During the month of January 2015, Peter Stark, from Peter Barron Stark Companies, interviewed a total of 16 people who are currently Board or staff members at Foothill Transit. Some individuals were interviewed in person and others by phone. The average length of service with Foothill Transit for Board and staff members was 8.6 years with a range of 10 months to 21 years.

The consultant asked questions designed to gain a better understanding of the current organizational issues at Foothill Transit. Feedback gained was used to customize the agenda and prepare for the upcoming retreat.

Interviews lasted an average of 15 minutes. What follows is a summary of responses to the questions asked during the interviews. In general, the following open-ended questions were asked:

- ✎ What do you feel are the strengths of the current Foothill Transit Board, staff or organization?
- ✎ What are the areas of concern or issues at Foothill Transit – areas that, if addressed at the retreat, would make the organization even stronger?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate the level of service provided to customers/passengers by Foothill Transit?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate teamwork between Board members?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate communication between Board members?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate teamwork between Senior staff team members?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate teamwork between Board members and staff?
- ✎ On a scale of one-to-ten, with one low and ten high, how would you rate communication between Board members and staff?
- ✎ For you to view this year's retreat as a success, what would you like to see discussed or accomplished?

Strengths:

Project Accomplishment (12)

- CAD-AVL RFP released (3)
- Exciting projects: 103 new buses within 10 months; worked really well (3)
- Getting a lot of things done (2)
- A lot of good projects are moving forward
- Parking structures...still trying to start new projects
- Procurements moving forward
- Arcadia contract

Teamwork (9)

- People are getting along well; good collaboration (7)
- We now have the right people; they are in the right departments (2)

Leadership Team (8)

- Communication is going really well with the team – we are ready to build even bigger – do the next big thing (5)
- New team members – the team has really been strengthened (3)

Financially Strong (6)

- Finances are well monitored – good stewards of the finances and opportunities for new funding projects

Results (6)

- KPI's are again moving in the right direction (3)
- Our report detail is improving
- Schedule adherence has been consistently moving in the right direction
- Ridership is going up

Positive Vision (5)

- Be an industry leader – not business as usual (2)
- Continually strive to improve service and the environment (2)
- Staff brings the opportunities to the Board, is well supportive and staff makes it happen

Culture is Amazing (3)

- Very few silos

- You get to do a lot of really cool things
- Easy to make changes and get things done

Board Composition (3)

- Consistently cooperative – keep politics out of it and make decisions that are in the best interests in providing great service to the passengers (2)
- Board is giving staff good communication, feedback and guidance

Change of Contractors (3)

- New contractor is working well (2)
- Collaborative and cooperative

Governance (2)

- We are now an independent agency and it is working well

Mentioned One Time

- Taking on Metro lines
- Industry leader
- Class Pass

Opportunities for Improvement:

When participants were asked, “What are the areas that Foothill Transit could improve?” and/or “What are the topics you feel need to be discussed at the retreat?” the following comments were shared:

Service to Passengers (8)

- Additional service (2)
- How we connect with Metro – schedules align better (2)
- Take over service from Metro (2)
- On-time service
- Aligning fare structure

Fare Structure (3)

- Fares - take on a regional fare to make it easier on our passengers

Technology (3)

- Need to bring in more technology – CAD – AVL
- Budgeting – implement new software
- Upgrading RTA maintenance system

First Transit Contract (3)

- Some issues about what do we do moving forward (2)
- Need to ensure this stays on track

Transit Center (2)

- We need to find another site – we have the money

Comprehensive Operational Analysis Update (2)

- We have done a ton of data collection – where are we going with this?

Mentioned One Time

- With all our projects, we need to make sure we don't take on too much
- Mid-life rehab for our buses 300K

Customer Service

When Board or staff were asked to rate the level of service provided to customers on a scale of one-to-ten, with one low and ten high, the average was **8.2** with a range of 7 to 10.

When asked, "What will take the level of service provided to customers to an even higher level?" the following comments were shared:

- On-time performance would improve the level of service (3)
- Even more frequent service
- Service needs to improve in Arcadia

Positive comments shared included:

- Trans Dev's attitude and willingness to cooperate is a strength (2)
- The service has improved over the last six months
- New fleet has improved quality and service
- We are responsive
- Schedule changes have helped on-time performance
- Schedule adherence is really improving

Teamwork between Board Members

When asked to rate the level of teamwork between Board members on a scale of one-to-ten, with one low and ten high, the average was **9.2** with a range of 8 to 10.

Communication between Board Members

When asked to rate the level of communication between Board members on a scale of one-to-ten, with one low and ten high, the average was **9.2** with a range of 8 to 10.

Teamwork between Senior Staff Members

When asked to rate the level of teamwork between Senior staff members on a scale of one-to-ten, with one low and ten high, the average was **9.0** with a range of 8 to 10.

Cross-Departmental Communication between Staff

When asked to rate the level of cross-departmental communication between staff on a scale of one-to-ten, with one low and ten high, the average was **8.6** with a range of 8 to 10.

Teamwork between Board and Staff

When asked to rate the level of teamwork between the Board and staff on a scale of one-to-ten, with one low and ten high, the average was **9.0** with a range of 8 to 10.

Communication between Board and Staff

When asked to rate the level of communication between the Board and staff on a scale of one-to-ten, with one low and ten high, the average was **9.2** with a range of 8 to 10.

Goals for the Retreat

The following topics were mentioned as either goals for the retreat or topics people want to discuss:

Transit Facilities (5)

- Do we want to move forward with a new Transit Center and/or Park and Rides? (2)
- Transit store in West Covina
- Mount Sac Transit Center
- Find another Park and Ride

Fare Restructure (5)

- Why they need to be re-structured (3)
- Need approval to hire a consultant who is a fare expert (2)

College Pass Program (4)

First Transit Contract (3)

- May need to be revised (2)
- Provide updates

Electric Buses (3)

- Clear direction of where we want to go with electric buses – should we expand

Service Expansion (3)

- How much do we want to expand the service – the COA will help take us to the next level (2)
- Taking over Metro Lines

Mentioned One Time

- No goals: Want to be there to support staff in what they need to do in 2015 – get clear direction from the Board
- Update on Arcadia – keep our eye on both yards
- Direction from the Board on the overall 10 year financial projection
- Benefits – we don't know where things are going
- Discuss if the process needs to be changed how clusters select their Executive Board member
- Encouraging more use of public transit (Board)